

## **Operations Manual for Old Conna Pro Shop.**

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<b>Raportin nimi</b> Operations Manual for Old Conna Pro Shop.	<b>Sivu- ja liitesivumäärä</b> 20 + 27
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<p>Opinnäytetyön tavoitteena oli luoda käsikirja Old Conna Pro Shopin uusille työntekijöille. Manuaali toimii pääosin perehdytysoppaana perehdytyksen aikana, mutta myös kaupan käsikirjana yleisesti. Manuaali toimii myös työnantajan apuvälineenä perehdytyksessä, muistivälineenä ja aikatauluna. Opinnäytetyö koostuu kahdesta osasta: teoriaosuudesta ja itse produktista.</p> <p>Old Conna Pro Shop on Old Conna Golf Clubin klubin ammatilaisen Donal Gleesonin omistama golf kauppa. Old Conna Golf Club on Brayn kaupungissa Wicklown maakunnassa Irlannissa sijaitseva golf klubi. Donal Gleeson on täysipäiväinen ammattipelelaaja, yrittäjä sekä klubiammatilainen, joka vastaa klubin jäsenten ja tiimien opetuksesta. Erittäin kiirellisen aikataulunsa vuoksi Donal Gleeson tarvitsi jonkun apuvälineen, kuten käsikirjan, auttamaan häntä uusien työntekijöiden perehdytyksessä. Käsikirja sisältää kaiken mitä Old Conna Pro Shopin työntekijän tarvitsee tietää päivän tehtävistä golf klubin taustatietoihin saakka.</p> <p>Työn teoreettinen viitekehys käsittää seuraavat osat: taustatietoa, perehdytys sekä käsikirjan teon. Aiheita käsiteltiin kirjallisuutta, akateemisia artikkeleita, internet-lähteitä sekä toimeksiantaja haastatteluja apuna käyttäen. Itse produkti, The Operations Manual for Old Conna Pro Shop, kirjoitettiin hyödyntäen tutkijan omia kokemuksia kaupasta, toimeksiantajan avulla, internet – lähteitä käyttäen sekä kaupassa vietettyjen kenttäpäivien avulla.</p>	
<b>Asiasanat</b> Perehdytysopas, perehdyttäminen, tuotos, golf.	

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<p>This thesis is a procedural study and its goal is to create an Operations Manual for the Old Conna Pro Shop, to be used by new employees. This manual is intended to function as an introduction guide during the training process, but it can also be used any-time as an ancillary tool on the job. It is also meant to help the employer during the orientation of new employees, giving this orientation a better structure, and making sure that all necessary information is covered. This thesis consists of a theoretical part and the actual product involved.</p> <p>The Old Conna Pro Shop is a golf shop run and owned by Donal Gleeson, a club professional at Old Conna Golf Club. This golf club is located in Bray, County Wicklow in Ireland. Donal Gleeson is a full time golfer, an entrepreneur who runs his own shop and a club professional who administers tuition for members and teams of the Old Conna Golf Club. Because of his extremely busy schedule, Donal Gleeson needed some kind of guide to help him with the orientation of his new employees.</p> <p>The manual is designed so that it includes everything that an employee of Donal Gleeson's needs to know when working at the Old Conna Pro Shop. It includes everything from daily duties, including detailed information about how these duties are performed, to general information about the golf club.</p> <p>The theory for this study consists of relevant background information, orientation and the making of the actual manual. These issues were discussed and studied using literature, academic articles, Web sources and interviews with a commissioner. The final product, the Operations Manual for Old Conna Pro Shop, was written based on the writer's own experience of the shop, help from the above-mentioned commissioner, Web sources and several field trips to the company.</p>	
<b>Key words</b> Introduction manual, orientation, product, golf.	

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# **1 Introduction**

This thesis is based on a product commissioned by Old Conna Pro Shop, which is a golf shop located in Bray Ireland. In this thesis I discuss the theoretical framework and information needed to write and create the product, in this case an operations manual for the purpose of training new employees and of familiarizing them with the company practices during their orientation time. The actual product is included in the appendix.

The manual I wrote is to be used in a real working environment for the practical orientation and training of employees, and thus the nature of the product, and its future use defined largely the theoretical aspects I discuss in this paper. I also discuss in some detail the specific needs and requirements the commissioner expressed and especially asked to be considered.

The main part of the theoretical background of this thesis deals with orientation. I chose to focus on orientation because the product is to be used during the orientation of new employees in the shop. The theoretical aspects of orientation have also influenced the writing process of the manual.

The field my commissioner is working on is a very specialized one, and therefore I have included some basic information needed to understand the employment practices within the professional golf business. The overall organization of the PGA associations has been explained and a short introduction of the commissioner and his working environment has been included as well. The process of the writing of the actual product, the Operations Manual for Old Conna Pro Shop, is also explained and commented on.

## **1.1 Background information**

This thesis is a procedural study and its goal was to produce a manual for Old Conna Pro Shop. The Old Conna Pro Shop is a golf shop owned and operated by PGA Professional Donal Gleeson on site at Old Conna Golf Club. The shop has been run by Donal Gleeson since September 2009. Ever since Donal Gleeson started in 2009 he has had one fulltime employee who has helped him run the shop. In 2011 he hired a

part time employee to help with the shop. Apart from these two people and occasional stand-ins the shop has been run by this small and close staff. So when his fulltime employee decided to move on and pursue another career at the beginning of spring 2013, the commissioner was suddenly facing the process of recruitment.

Due to his extremely busy schedule the commissioner was not sure how he would find the time to train and supervise a new employee while still running his business and competing in tournaments. No manual for the job existed so far because instructions have always been given orally. A need for a manual was evident.

What made me decide to write an operations manual for Old Conna Pro Shop was a combination of timing, location and opportunity. During the last two years of my studies I have been travelling back and forth between Dublin and Helsinki, and while in Dublin I have always helped at the Old Conna Pro Shop, during which time I have become quite well acquainted with the shop, and how things are done. So when the owner of the shop Donal Gleeson said he is going to have to hire new employees to the shop, and that he will have to write a manual for them, it was a great opportunity for me to get a theme for my thesis, so I volunteered for the job.

## **1.2 Goals**

The main goal of this project was to write a product that meets with the approval of the commissioner and fullfills the requirements he had outlined. The product, the Operations Manual for Old Conna Pro Shop, would mainly work as an introduction guide for new employees but could also be used during the employment period as ancillary tool for the job. The manual is also useful in the shop for any stand-ins.

Another goal of this project was to make the training process easier for the employer. With a manual the employer can be sure not to forget anything during training, and it would also give the actual training a better structure, and hence make the introduction period go by easier and smoother for both parties.

### **1.3 Structure of thesis**

The structure of this thesis is as follows: it starts with the introduction, which outlines the main topics of the thesis. After the introduction the background of the thesis and its goals are explained. The next chapter provides information on the company and the world of professional golf. The third chapter focuses on the theoretical aspects of orientation; its meaning, purpose, planning and process. The commitment of new employees and the concept of turning tacit knowledge into explicit knowledge are discussed as well. The last part of this thesis deals with the actual product, the Operations Manual for Old Conna Pro Shop, its contents and the making of the product.

## **2 Company background**

As a PGA Professional, Donal Gleeson is self employed. He operates his business as a sole trader. He has since September 2009 been contracted as Old Conna Golf Club's club professional to run the on site golf shop and also to administer golf tuition to the club members and club teams. The golf club pays a retainer for these services and also pays for each hour of tuition. Mr.Gleeson employs his own staff members and pays their wages. They are in no way affiliated to the Club and report to Mr.Gleeson. As the resident professional Mr.Gleeson is permitted to teach non members at the club as he sees fit. In addition to all this Donal Gleeson also regularly competes in tournaments on the Irish PGA region, due to which he often has to be absent from the club. (Gleeson, D. 10.02.2013a.)

Old Conna Pro Shop itself sells everything golf related, from clubs and balls to clothing and footwear to all sorts of accessories needed. The shop also offers the service of custom fitting. (Donal Gleeson PGA 2012.) Customers can also rent golf balls for the driving range for practice purposes at the shop.

### **2.1 Old Conna Golf Club**

Old Conna Golf Club is a golf club located only 20 km south of Dublin in Bray, County Wicklow in Ireland. The golf course which was designed by Eddie Hacket is a parkland course with panoramic mountain and sea views with wooded terrain. (Old Conna Golf Club.) The club was established in 1987 and it boasts 18 holes as well as a golf academy and three practice greens. There are approximately 1500 members in all categories. (Gleeson, D. 10.02.2013a.)

The size of the Club and the number of potential customers its members represent underline the need for profound training and orientation. These customers expect different type of service depending on whether they desire to buy golf equipment, wish to have instruction or expect help and service as Club members. Beaumont (1993, in Brewster, Mayrhofer & Morley's work 2004, 50) states that employees at an organization can be seen as its "essential competitive resources" who play a significant part in



achieving the goals of the organization. So if all employees are seen as being “competitive resources” of a company, well trained personnel is a must for the success of the company.

## **2.2 The PGA**

Golf as many other highly professionalized disciplines has its own vocabulary to indicate the level a player has reached and the role he can be expected to have within the professional community. The abbreviation PGA is one of the key words and it stands for Professional Golfers' Association in men's golf (PGA, a). There are several PGA's in the world such as the PGA of America and the PGA in Great Britain and Ireland. The WPGA (Women's Professional Golf Association) is the women's equivalent for the PGA. (PGA, b.) The PGA Tour and the PGA European Tour, although both established by the PGA, have been independent organizations since 1984. (PGA, a.)

The PGA was first established in 1901, making it the oldest golfers' association in the world. It has more than 7500 members today and it is based at The Belfry in England. (PGA, b.) Most of the members of the association are club professionals (like the commissioner Donal Gleeson) who specialize in retailing and teaching. The Association offers multiple training, education and other services on the field of golf. According to the PGA (PGA, a) as a member's organization for professional golfers the aim of the association is to: “protect the professionals' interests and promote the game of golf”. It does so e.g by helping its members to obtain employment, by organizing tournaments, holding meetings and promoting the interests of the discipline on government level (PGA, a).

To be able to teach and work in the golf industry anywhere in the world one has to be a PGA professional. According to the PGA (PGA, c) there are two ways to qualify as a PGA professional; The Foundation Degree in Professional Golf Studies, which is a three year degree, accredited by the University of Birmingham or through a three-year BA Hons Degree in Applied Golf Management Studies at the University of Birmingham.

The PGA in the United Kingdom and Ireland was the first founded PGA, and therefore the PGA which is without a territorial designation refers to the PGA of the United Kingdom and Ireland (Gleeson, D. 10.2.2013b). The PGA is divided into different regions, all of which have their own offices and organize their own tournaments.

Finland has its own PGA too; Suomen PGA ry, which has 224 members and its current president is Mika Walkamo. (Suomen PGA ry. 2013.)

On page 11 of this thesis I discuss the role of tacit knowledge and its role in the orientation of new employees. The information above concerning the PGA is something people professionally connected with golf are familiar with, and also something the customers frequenting the Pro Shop can be assumed to have. When they do business with Mr. Gleeson they know who he is and what he and his company stand for.

### **3 Orientation**

According to Österberg (2007, 90) orientation of a new employee is vital for the future success of a company. It takes a lot of time and energy from everybody involved, but a thorough orientation will pay off in the future.

In a small business like Old Conna Pro Shop, the employer himself is in charge of orientation. When the employer is extremely busy, like most employers are, the orientation process should not take too long. It should, however, be efficient, informative and clear ensuring that staff mistakes are minimal. The faster a new employee learns to work independently the faster the business can continue as it did before.

In the world of business competition is tough, it is important to have everything running smoothly at all times to keep the customers happy. According to Kjelin & Kuusisto (2003, 20) mistakes caused by a new employee due to inadequate training can cost a lot of money and be harmful for the reputation of the company. Due to this the orientation has to be thorough, and that is why it is helpful for the employer to have something like a manual to help him or her to remember everything that needs to be taught. It is also essential to have a manual that explains how everything works, because in my commissioner's case the new employee might find him or herself alone at the shop very soon after starting.

#### **3.1 Orientation defined**

The word orientation can refer to a lot of things. In the business world it does not only refer to a new employee, it refers to everybody who needs instructions when starting a new job either within the same organization or in a new organization. (Österberg 2007, 90.) In this paper orientation refers to the training process of an employee who starts in a new job. Dessler (2009, 160) explains orientation as: "one component of the employer's new-employee socialization process". According to Dessler organizations expect certain ways of thinking and acting from their employees, socialization is simply the process where these hoped for norms are implemented in the employees.

### **3.2 Purpose of orientation**

The orientation of a new employee is extremely important for many different reasons. First of all it is essential for the well being of the new employee. According to Juuti & Vuorela (2002, 48-49) the main goal of training new employees is to make them feel like they belong and are an important part of the organization. Secondly, orientating also helps new employees to get to know their new environment and makes them less nervous. After a successful orientation period the new employee will more likely feel comfortable and happy about his or her new job and co-workers.

According to Dessler (2009, 160) orientation should accomplish four things. He like Juuti & Vuorela considers that the purpose of orientation is first of all to make the new employee feel welcome in the organization. Dessler also thinks that the orientation process should provide the new employee with a general view of the organization e.g its history, culture, ideas for the future, and general information about company policies and procedures. After the orientation process is over the new employee should know what is expected of his or her work, and also what sort of behavior the company expects of its employees. Orientation should be the first step on the new employee's path of learning to understand the norms of the new environment, in this case the organization.

### **3.3 Planning and process**

Even the most qualified applicant for the job may dissappoint the recruiter if he or she is not trained properly, and therefore not even given a chance to succeed in the new position. Davis & Shannon (2011, 168) emphasize the importance of the orientation process. They say that "orientation isn't a one-day experience; it occurs over time, beginning when a person is hired and ending when that person is completely performing the job he or she was hired to do". According to Kjelin & Kuusisto (2003, 73) the process of recruitment and orientation should be considered as one. Recruitment of a new employee is always a big investment; therefore it is important that this investment does not go to waste due to bad orientation.

Because of the significance of the orientation process, it is important to plan the process beforehand. An orientation plan should include: a schedule, structure, content, and areas of responsibility. It should also state the methods to be used and how the follow-up is going to be organized. The orientation period gives the new employee an idea of the new company, and how things are done, therefore it is important to decide what kind of an image the company wants to give. After the original plan has been made, it should be followed through with the new employee and modified to suit the person in question. (Kjelin & Kuusisto 2003, 198-199.)

In small companies, orientation might not get the attention and time it needs. A new employee is often expected to start working efficiently right from the beginning. In bigger companies the number of new employees a year is a lot higher than in small companies, which is why the training process of new employees is also repeated more often than in smaller companies. Bigger companies also often have more structure in their training periods, and the resources to concentrate on thorough training, which takes time. Starting a new job is always a bit overwhelming, therefore it is important that the first day is not too hectic, and that time is taken to sit down and get to know the new employee (Juuti & Vuorela 2002, 49).

### **3.4 Commitment of new employees**

Orientation should include everything that helps a new employee to learn his or her work and become part of the organization. According to Schultz the goal of orientating new employees is to “have the person psychologically join the organization from the first day” (Garvey 2001, 111).

Peter F. Drucker has said that "Unless commitment is made, there are only promises and hopes; but no plans." (Nehmeh 2009.)

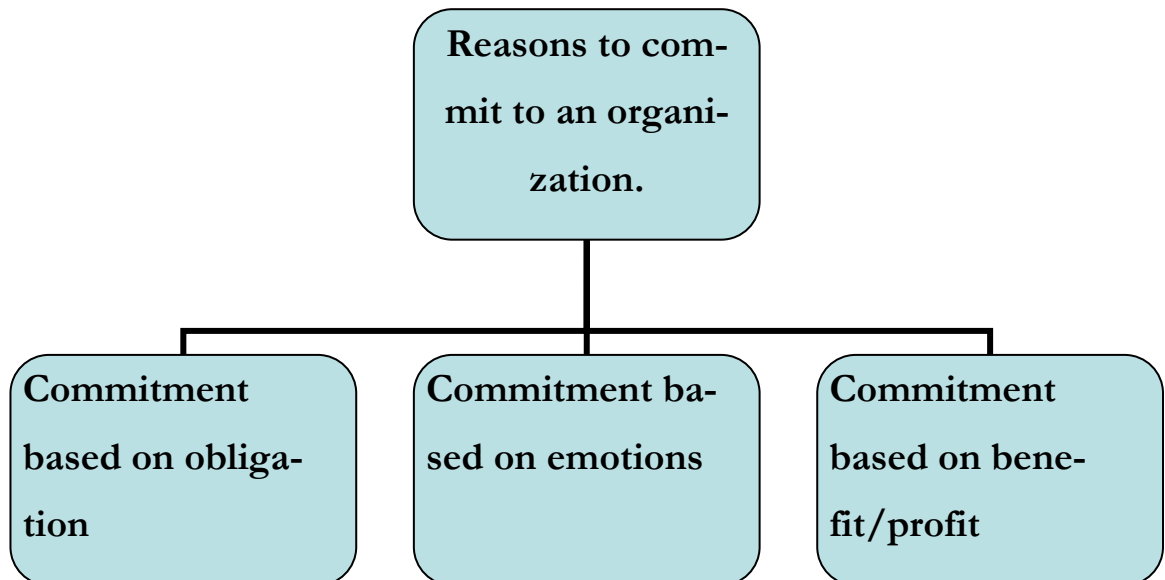
Today's employment market has changed a lot during the last few decades. Today's world of business is fast paced and dynamic. Job seekers do not look for a job where they can work for the rest of their lives any longer, and neither can organizations guarantee “a job for life” anymore. According to Kjelin & Kuusisto the working relation-

ship is not treated as a lifelong commitment, like it was before; instead people are investing more in themselves and their own well-being. In the future what will matter more and more is that organizations are responsible for their employees and that they invest in them and their future. Organizational morals will also play a bigger role in the future. (Kjelin & Kuusisto 2003, 23-25.)

What this means to the employers is that the competition for talent is getting higher and higher, and after having managed to hire the talent the real challenge is how to hold on to it. To succeed as an employer you need to be people oriented. Organizations that invest in their staff, and show it, succeed. This investment needs to be shown right from the beginning, starting from the recruiting process and orientation. When the expectations and needs of both sides are made clear during recruitment, compatibility or lack of it is known from the very beginning, and hopefully unsuccessful recruitment can be avoided because of this. (Kjelin & Kuusisto 2003, 23-24.)

When employees are committed to the organization, its goals and the work community, they are usually motivated and good workers that bring results. (Kjelin & Kuusisto 2003, 26.) Studies have shown that a committed employee has a big impact on the success of an organization. When a person is committed to something or someone they have a bigger desire to belong and please, they are willing to do even more than is required of them. Overall a committed employee is a better and more efficient employee than an uncommitted and unmotivated employee. (Nehmeh 2009.)

People are different and because of this there is different kind of commitment too. According to Allen and Meyer (1990, in Kjelin & Kuusisto's work 2003, 27) people have different reasons to commit to an organization.



Picture 1. Allen and Meyer: Reasons to commit to an organization. (1990, in Kjelin & Kuusisto's work 2003, 27.)

When commitment is based on obligation an employee might feel that it is too soon to leave or that leaving might hurt the company. Commitment based on emotions is the most powerful one. When employees feel close to an organization its values and goals, they are motivated and they want to be there to realize these goals in the future as well. Commitment based on benefit might mean that the employee is simply committed to staying at the organization out of fear of losing their benefits that they enjoy while still working for the organization. (Kjelin & Kuusisto 2003, 26-27.)

### 3.5 Turning tacit knowledge into explicit knowledge

"Having an insight or a hunch that is highly personal is of little value to the company unless the individual can convert it into explicit knowledge, thus allowing it to be shared with others in the company." (Nonaka & Takeuchi 1995, 11.)

If a person is very good at something and has done it for a very long time, the bigger part of his or her knowledge has become automatic and turned into tacit knowledge, which might create a problem during orientation of a new employee. While training a new employee the idea is to share knowledge, but unfortunately most of the time people do not know how to teach their skills and share their knowledge in a way that oth-

ers would learn it too, because it is tacit knowledge for them. (Toivonen & Asikainen 2004, 12.)

The concept of tacit knowledge is usually found to be very hard to define, mainly because it is used to describe silent, wordless and ultimately undefinable knowledge (Virtainlahti 2009, 46-47). The concept itself has already become quite well known at the workplace, at least in Finland where there has been a lot of talk about what will happen when the baby-boom generation retires. But also today's economic situation has put emphasis on knowledge and know-how, while people are being let go, businesses have to make sure that knowledge stays in the company.

Michael Polanyi a Hungarian philosopher-chemist (1891-1976) introduced the concept of tacit knowledge in 1966 in his book 'The Tacit Dimension' where he termed the pre-logical phase of knowing as 'tacit knowledge'. He wrote; "We can know more than we can tell". (Smith, 2003.) Polanyi emphasizes how great a part emotions and hidden realities have on the knowledge a person possesses. According to Polanyi silent knowledge consists of such kind of knowledge that influences people all the time even if it cannot be phrased or expressed in words. Tacit knowledge manifests itself in people's actions; it is the basis of all knowledge. (Koivunen 1997, 76–77.)

According to Nonaka and Takeuchi (1995, 8) the difference between explicit knowledge and tacit knowledge is that explicit knowledge is something that can be "expressed in words and numbers, and easily communicated and shared in the form of hard data, scientific formulae, codified procedures, or universal principles", and tacit knowledge is something that is "not easily visible and expressable" it is "highly personal and hard to formalize, making it difficult to communicate or to share with others".





Picture 2. Explicit & Tacit Knowledge. (Cognitive Design Solutions 2003.)

Nonaka and Takeuchi (1995, 8) describe the difference between explicit knowledge and tacit knowledge with an iceberg. In the iceberg metaphor explicit knowledge only represents the tip of the iceberg, leaving most information under water.

While starting a new job and during the recruitment and orientation process the biggest challenge for the employer and the employee is that people learn 80 % of their working skills at work, and only 20 % during training that is realized outside of the working environment (Toivonen & Asikainen 2004, 12). This presents a lot of challenges. First of all this is a challenge for the employer during recruitment and orientation, because hiring somebody for their good CV does not mean they are going to learn the job. Secondly, teaching somebody something in theory does not guarantee good results. Thirdly, no matter how well educated somebody is, they always have to learn most things from scratch when starting in a new job. Finally most of the 80 % of the skills that people possess are skills that they do not even realize they have, and therefore they are skills and knowledge that are unaccessible to new employees. Writing a manual is a good way of turning that tacit knowledge into accessible explicit knowledge for new employees.

In a small business such as Old Conna Pro Shop, where nothing has ever been written down, tacit knowledge covers most of the business' internal knowledge. Due to this fact the operations manual that can be found in the appendix is essential for the future

success of the Pro Shop, its new employees and for the orientation processes of new employees.

## **4 Operations Manual**

Every operations manual is different, but the main purpose of an operations manual is to help a business run more smoothly. An operations manual is a written guide to how things are to be done in the business, it is a great helping kit when hiring new employees, it is especially essential at moments when the employer can not be there to help and supervise the employees. (Debaise 2009.) The idea of the attached operations manual was to write down everything that an employee of Donal Gleeson might have to know while working for him.

### **4.1 Essential Background for the Writing of the Operations Manual**

For me to be able to write the manual I needed to understand a few things first. The first thing I needed to understand was Donal Gleeson's triple role as an employer and entrepreneur, an employee and a professional golfer. In terms of the orientation of a new employee it means that anyone working for Mr. Gleeson is at least partly sharing in these roles. They must understand all these aspects to be able to meet the expectations of the employer.

Another special requirement for the writing of this manual was to understand the business in question. Golf as a discipline has a very long tradition and since it is a sport performed with lots of necessary equipment a large business has developed around it. The problem with the writing of the manual was to distinguish between the actual information needed for the orientation and training of the new employee and to spare the unnecessary details and information known to all working within the field of golf. The question here was what do all golfers know, and which thus doesn't have to be included in the manual and what was necessary information from the point of my commissioner's business.

One additional complication in writing the manual was the question of a possible growth of the company. The people working for the commissioner so far had held the position of golf Pro Assistant and been part of the golfing world. But what sort of information would the possible future part-time helpers and extra non professional assis-

tants need. The final, and possibly the biggest challenge of writing the manual was to get all the information that was in my commissioner's head on paper.

## **4.2 Content of the manual**

The content of the Operations Manual for Old Conna Pro Shop consists of the actual manual with 27 pages and an appendix dealing with safety issues. The manual includes everything that the commissioner considered to be important for an employee of his to know. The manual starts with the mission statement, the goals and the vision of the company, followed by the job description and dress code for employees. After this there is a page that explains in detail what the daily duties of the shop include; from the opening of the shop all the way to the closing of the shop. The next eight pages of the manual concentrate on explaining how everything works in the shop so that the employee is able to carry out the daily duties of the shop e.g How to operate the till or how to use the credit card machine or how the Members account works or what the Two's Competiton is all about etc.

After having covered all the practical aspects an employee needs to know the next two pages of the manual list all the brands and equipment that the Old Conna Pro Shop sells. This was put in the manual so that at the beginning of the working relationship the new employee can easily check whether the shop sells any particular item, and he or she can familiarize himself or herself with the merchandise in the shop.

The next part of the manual includes general information about breaks, time off, what to do if the course is closed or what to do when the employee is sick. After this the following eleven pages of the manual include all the information an employee working at Old Conna Pro Shop needs to know about the Old Conna Golf Club itself. This part was more or less taken directly from the golf club's website and just modified to fit the style of the manual. Here I simply followed the guidelines provided by the Old Conna Golf Club as to how the club itself wished to be presented on the pages of the manual. Although the employee can find all the information about the club online too, it is a lot quicker and handier for the employee to have it in the manual. Another reason for this information to be included in the manual is that any employee who

works around the club is frequently asked questions such as directions to the club, what the green fees are or how the practice ground works etc. and therefore it is necessary that this information is easily accessible.

The last pages of the manual include important phone numbers, general information and the final page is a copy of the declaration/ contract of employment.

### **4.3 Making process of the manual**

The schedule for writing the manual was quite tight. The first time I spoke about the manual with Donal Gleeson was in December of 2012, but at this point it wasn't clear how quickly it would be needed. But then in January Donal Gleeson said that at least a rough version of the manual is needed by February 2013, so I started writing the manual while still in Helsinki in January, with the help of Donal Gleeson's website and the website of the golf club. The original content of the manual was discussed with Donal Gleeson via phone, e-mails and other online ways of communiting while I was still in Helsinki. I flew to Dublin on the 1<sup>st</sup> of February, where I stayed until the beginning of March, so I could work together with Donal Gleeson on the manual, as he wished to do so. The rough version of the manual was taken into use when the new employees started in late February. A few changes were made to the manual during March. When it was completed and it had met with Donal Gleeson's approval the rough version that had been handed out earlier was replaced by the finished product.

Most of the information needed for the manual I learned directly from Donal Gleeson himself, but luckily I was able to spend some time at the shop myself during the writing process as well, so I was able to collect and evaluate a lot of material and information for the manual by myself. As stated above Donal Gleeson's own webpages and those of the Old Conna Golf Club provided lots of usefull information too.

Since the manual was written to help the running of the business its contents kept changing and several additions were made during the writing process, so for future purposes the Operations Manual is now saved on the Pro Shop computer, where changes to it can be made in the future if necessary. The finished version of the manual

was printed out and given to all employees, and one copy of it is now also behind the desk in the Pro Shop.

## **5 Learning Assessment**

Donal Gleeson was very happy with the finished product, and thus this project has been a success. Mr. Gleeson also felt that the manual will be of help for a long time since it can easily be updated. The Operations Manual is now in use in Mr. Gleeson's shop at Old Conna Golf Club. The two new employees, who have started at Old Conna Pro Shop during this process, have given a lot of good feedback on the manual. They have been especially pleased with how easy and quick it is to find information in the manual if needed.

The writing process of this thesis was a lot more enjoyable than I had thought. During this process I have learned a lot about the world of golf, the actual shop and how to run your own business. What has made this process even more interesting is that through it I have been able to spend a lot of time in Ireland, and I have been able to brush up my English as well as learn about business outside of Finland.

For the product I have not only needed to research the world of professional golf, orientation and how to write a manual, but I have also had to look into recruiting in general and especially in the golf industry to get a better understanding of the environment the manual is used in. During this project I have learned about the recruiting process, how important it is to focus on it and the actual orientation process that follows it. If I am ever going to be in a position where I have to recruit and then train somebody, thanks to this project I am much more aware of all the work, time, effort and the risks and challenges involved in the process.

### **5.1 Suggestions for the study**

I recommend that Donal Gleeson and anyone that works for him gets well acquainted with the manual, so that they can take full advantage of it. I also recommend that the manual is updated frequently, so that all the information it entails will be up to date.

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## Appendix

DONAL GLEESON

# Operations Manual

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## Old Conna Pro Shop

**Pro Shop**

**1/1/2013**



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## **Mission statement, goal and vision of the company**

Mission statement: Top brands, bottom prices

Goal: Remain competitive and successful.

Vision: To steadily grow the business through customer service and value while making a profit.

## **Job description**

The duties of assistant professionals include but are not limited to: Retail, customer service, assisting with tuition, phone, merchandising, dealing with cash, cleaning and repairs.

## **Dress Code**

All staff must be neat and presentable at all times. Appropriate golf clothing must be worn at all time. Runners, trainers, jeans, un-collared shirts and shorts are unacceptable at all times.

## **Professional Shop Daily Duties**

- Open Shutters.
- Computer on (Pro Shop 2001).
- Members Accounts on.
- Price label on all stock.
- Size cubes on clothing.
- Range balls clean and displayed.
- Floor vacuumed. (Hoover in locker room).
- Shelves dust free.
- 2s results done if necessary and money transferred to account.
- Check special orders book and place orders if necessary.
- Call Customers when stock arrives.
- Accessories displayed neatly.
- Sink area clean.
- Collect mail.
- Make sure re-grips are done.
- Check phone messages. Write any messages in diary.
- Check stock levels. Note any low levels in diary for re-order by Donal.
- Collect mail from office.
- Make sure appropriate signage is on display.
- Do competition vouchers if necessary and leave in bar with copy of invoice.
- Save members accounts to memory stick.
- Save members accounts to computer.
- Do end of day on till. Clear CC Machine. Staple both in diary on current day.
- Lock back door.
- Lock all shutters.
- Alarm building.



## **How to answer the phone**

Staff answers the telephone with the term “Professional shop, name speaking. All messages should be written in the diary and passed on to the professional.

## **Operating the till**

To start the till simply touch screen. Then double click on start till button.

On main screen press 1 Enter, 1 Order to access till page.

## **To ring through an item**

Press icon (i.e. Clothing Gents). To set the price press command, price over ride, change price as appropriate and press enter. If ringing through multiple items do this for each one. When finished press **close**, select payment type, enter amount then press enter. If splitting payment enter amount of each one. Till will open after payment. For any till problems please call Colm on 087-0522794.

## **Credit Card Machine**

To run through a payment on the credit card machine

- Put card into bottom slot with chip facing up.
- Enter amount and press green button.
- Ask customer to enter pin and press enter.
- Top copy goes in till and second copy goes to customer.



## **Members Accounts**

Members accounts is an excel spreadsheet located in the pro shop profile of the computer. The password is 2001 to enter. Double click on the Members Accounts icon on the desktop. Members Accounts will appear.

## **Accessing a Members Account**

To access an account simply click on the name down the left hand column. Fill in date on left column, description on the middle column and credit or debit the account as appropriate. **Click the blue save button after each transaction.**

## **Selling goods/services on Members Accounts**

All goods sold on members accounts should be rung through the till as gift voucher. If the member is taking something on apro do not ring through till. If members account remains in the red, do not ring through till until account is settled. Then ring full transaction through. Members' accounts should only go in the red for clubs on trial or at the discretion of the professional.

## **Creating a Members Account**

- Right click on box below last name. Write name in box at the top. Name should appear in box.
- Go to the last tab on the bottom of the screen. Right click on spare. Select move or copy, click box to create a copy, scroll down to end of list and select move to end. After copy has been made you may use tab beside final name. Right click and rename with new account name.

- Press red back button. Click on money column beside new name. Press = button. Go back to balance number on tab, left click then press enter.
- Press back once again, right click on new name and select edit hyperlink. Click place in document and find name, it will be at the end.
- Your account is now created. Go to data, A to Z sort and OK to keep accounts in alphabetical order. **Click blue save button.**

## Vouchers

Add pro shop gift vouchers to accounts, mark voucher with Sharpie to void it. Do not ring into till. Add GUI vouchers to account, ring through till as gift voucher paying with GUI voucher. Place GUI under till.

## Range balls

The Pro Shop is responsible for renting out range balls for the practice area. There are two different sizes of buckets for rent: a full bucket for 4€ and a half a bucket for 2€. The buckets with the balls should be placed in front of the desk in the shop where they are easily located. When in the shop make sure that there are buckets in the shop at all times. The balls are kept in the shed at the back of the shop, and the keys for the shed can be found in the till. The green keepers are responsible for collecting the balls from the driving range at the end of each day; they wash them and drop them to the back of the shop.

## Two's Competition

### Men's:

Two's competitions take place on Mondays, Wednesdays, Saturdays and Sundays for men. The starter will collect the money and pass on after each competition. The total should be written in the diary and rung through the till as gift voucher paid by cash.

Members must fill out a two's card and have it signed by their marker. They will deposit the card in the two's box in gents locker room. Upon collection the names should be written into the diary on the day of the competition. Please ensure all members have entered the two's in competition book.

Old Conna Golf Club

### Two's

Please ✓ in appropriate box

2nd <input type="checkbox"/>	8th <input checked="" type="checkbox"/>
12th <input type="checkbox"/>	17th <input type="checkbox"/>
12A <input type="checkbox"/>	Other ( ) <input type="checkbox"/>

Hole in One ☐

Day Sunday Date 19/08/12

Name Alan McNamee (block capitals)

Marker Eddie McNamee

Return card to competition box

An A4 page should be printed out and placed on the board outside. Members' accounts should also be updated.

### Ladies:

Ladies competitions take place over a calendar month. Ladies fill out two's cards and drop them to shop. Names should be written in on the last page of each month. Each daily pot should be written in on the same page.

### Pots:

The two's pot should be divided evenly between all winners. Should someone have a hole in one, they receive half the pot.

## **How the first tee works**

The first tee is run by the starter, who is employed by the club. The Pro Shop staff may be asked to cover the first tee during starter's lunch breaks or on rare occasions if he can not attend work. Employees should communicate with the starter and inform the professional when these duties are required.

### **These duties include:**

- Checking in golfers before play and taking money for such
- Running club competitions
- Retail of confectionary
- Rental of golf buggies and trolleys
- Answering the club phone
- Making sure pace of play on the golf course is up to speed
- First-aid and security contact.

### **How to check in a golfer:**

#### *In case computer is not on:*

1. Open computer
2. Open Internet Explorer (and the home page will pop up automatically) from there you may operate the timesheets for any given day.
3. Login
4. Click on time sheet

#### ***NORMAL DAY (no competitions)***

1. Click arrived on name on time sheet and it will turn from red to green. Now the golfer is checked in.

**COMPETITION DAY**

1. Click on the time when the player is playing at -> this will open up another screen.
2. Click players
3. Click Y –for yes the player has arrived.
4. To get the entry fee click on the down arrow, and choose the correct one for the day.
5. After this click payments and fill in all the necessary information. Now you are ready.
6. To get back to the time sheets click update.
7. Now the tab should have turned from the original red to green.

**What do we sell?****Brands**

- Bolle Sunglasses
- Bushnell
- Club 4 200
- Cobra/Puma
- Daily sports clothing
- Footjoy
- Glenmuir clothing
- Golfbuddy
- Golf glider
- Kartel clothing
- Ping
- Pinnacle
- Powacaddy
- Premium sports brands
- Rhönisch clothing
- Spalding

- Srixon
- Taylormade
- Titleist
- Trionz

## **Golf equipment**

- Bags
- Balls
- Batteries
- Ball markers
- Books
- Caps
- Drivers
- Electric trolleys
- Gents clothing
- Gloves
- Golf GPS Units
- Hand warmers
- Hats
- Head covers
- Holdalls
- Irons
- Ladies clothing
- Laser Range Finders
- Pain relief bracelets
- Pitchmark repairers
- Putters
- Rainwear
- Sharpies
- Shoes
- Spikes
- Sunglasses
- Tees
- Towels
- Training aids
- Umbrellas
- Wedges

## **Lessons**

Assistant professionals are not permitted to solicit lessons at the golf club. They are only allowed to give lessons that are passed on by the professional. Before teaching, assistant professionals must complete a period of training to ensure that tuition is in keeping with current principles.

## **Breaks**

Staff members are permitted to have a break of 30 minutes each day. This should be taken at a quieter time of the day where possible. Break should be arranged with the starter to ensure that the phone is covered.

## **Time Off**

The golf business is a seasonal one. While we will always try to ensure that staff get time off when it is needed, there are times during the season when this might not be possible.

## **In case the course is closed**

- Turn up on time
- Cancel golf lessons if necessary -> snow, ice, lightning
- Check with green keepers, whether course will open at a later time.
- If the course is closed for the day, stay until 2 pm and if there are no outstanding duties you may go. If doing so notice professional.

## **In case of illness**

Contact the professional immediately. In case professional is unavailable contact the starter's office. If you are out for

more than three days doctor's note has to be presented on first day of return.

## **Safety issues**

Check appendix.

## **Information about Old Conna**

### **About Old Conna**

Designed by Ireland's renowned golf course designer Eddie Hackett, this beautiful mature parkland course located only twelve miles south of Dublin, combines panoramic seascapes and views of the Wicklow Mountains with exceptional wooded terrain.

The Old Conna Estate enjoys some of the most beautiful scenery in Ireland and thanks to our predecessors foresight possesses a most wonderful variety of trees and shrubs imported from around the world.

The club also holds a restaurant and bar facilities in its elegant club house.





**Founded:** 1987

**Facilities:** Bar and Catering Facilities, Pro Shop, Practice Area, Chipping/Putting Area, Buggy & Trolley hire.

**Visitors & Societies:**

Visitors and Societies are very welcome at Old Conna.  
Please contact the Club for Tee times.  
Tel: +353 (0)1 282 6055

**Professional:** Donal Gleeson



**SSS:** Men's: 72  
Ladies': 73

## **Contact info**

**Telephone:** +353 (0)1 282 6055

**Fax:** +353 (0)1 282 5611

**Email:** [info@oldconna.com](mailto:info@oldconna.com)

**Office Hours:** 8.00am – 5.00pm

## The Course

Course Type: Parkland

Holes: 18

Course Length: Medal: 6549 yds  
Men's: 6,309 yds  
Ladies': 5,460

Par: Medal: 73  
  
Men's: 72  
  
Ladies': 72



## Course Map



## Green Fees

Winter Rates until 28th February 2013

Pre 1pm: €20

After 1pm: €18

### Visitor:

Winter rates for visitors are as follows:

	Mon – Fri
Winter Visitor before 1.00pm	€20
Winter Visitor with Breakfast before 1.00pm	€25
Winter Visitors after 1.00pm Twilight	€18

### With Member:

	Mon – Fri	Weekend
Guest with Member	€15	€33
Junior with Member		
Strictly Before 1.00pm	€12	n/a
Pavilion	€20	€33

### Pre-Paid On line Tee times:

Payment Confirmation **must** be produced when arriving at the club to play.

### Old Conna Voucher:

Voucher **must** be produced when arriving at the club to play.

## How to book Tee Times

### Members:

Can make Tee Bookings on the Old Conna webpage:  
<http://www.oldconna.com/book-teetimes/>

Visitor Booking:

If visitors wish to book a tee time they need to contact the starter on 01 282 6055 ext: 1

## **Membership**

Vacancies:

There are a limited number of Full and Five Day Memberships vacancies available:

Entrance Fees:

The entrance fees for current annual members are as follows:

Full: €4,900 minus premium paid previously.

5 Day: €3,500 minus premium paid previously.

Transfer from 5 Day membership to Full membership is €1,400

Priority will be given to 5 Day members, Annual Members and Corporate members. If somebody wishes to transfer membership they are to contact Lorraine in the office in writing or by email.

New applications will also be considered and forms are available from the office.

Telephone: 01-2826055 ext 3 and 4.

Email: [lorraine@oldconna.com](mailto:lorraine@oldconna.com)

## Council & Committees

### Council 2013:

PRESIDENT:	John Hennessy
CLUB SECRETARY:	Peter Deane
CLUB TREASURER:	Declan O'Neill
CAPTAIN:	Billy Farrell
LADY CAPTAIN:	Annette Rath
GREENS CHAIRPERSON:	John Barrett
COUNCIL MEMBERS:	John Haugh
	Brenda Manley
	Brendan Connolly
TRUSTEES:	John L. Byrne
	Michael Silke
	Jean Flynn
CHILD PROTECTION OFFICER:	Anne C. Rooney

### Ladies' Golf Committee 2013:

LADY CAPTAIN:	Annette Rath
LADY VICE CAPTAIN:	Ann Quinlan
HON. SECRETARY:	Jane Mathews
HON. TREASURER:	Una Scollard
HON. HANDICAP SEC:	Catherine Fitzpatrick
COMPETITION:	Lou Gavin
	Fiona O'Connor
	Sandra O'Doherty
PRIZES:	Rosemary Rynhart

### Men's Golf Committee 2013:

CAPTAIN:	Billy Farrell
VICE CAPTAIN:	Jimmy Rynhart
HON. SECRETARY:	Cathal Muckian
HON. TREASURER:	Paul Broderick
MATCH & H/CAP SECRETARY:	Joe Fitzpatrick
WEEKEND COMPETITIONS:	Ciaran Stapleton
MID WEEK COMPETITIONS:	Ray Ward
JUNIORS:	Paul Flynn
SOCIAL:	Ken O'Connor



## Local rules

### OLD CONNA GOLF CLUB - LOCAL RULES

#### 1. OUT OF BOUNDS

- On or over all boundaries of the Course.
- Over the lateral water hazard to the left of the 6th hole, up to the end of the white stakes and over the wall to the left of the green. Over the wall on the left of the 7th hole.
- Over the lateral water hazard to the right of the 18th hole and over the wall and white stakes to the right and rear of the 18th green.
- Clubhouse area, Practice Putting Green and Car Park.

#### 2. GROUND UNDER REPAIR

G.U.R. is defined by white lines. The ball **MUST** be dropped, without penalty, within one club-length of and not nearer the hole than the nearest point of relief.

#### 3. COPSES & YOUNG TREES

If a staked tree interferes with either the stance or the area of a player's intended swing, the ball **MUST** be lifted, without penalty, and dropped within one club-length of and not nearer the hole than the nearest point of relief.

#### 4. WATER HAZARDS (Rule 26)

Water Hazards are defined by yellow stakes and/or lines. Lateral Water Hazards are defined by red stakes and/or red lines.

#### 5. SPRINKLER HEADS

All fixed sprinkler heads are immovable obstructions and relief from interference from them **MAY** be obtained under Rule 24-2. In addition, if a ball lies off the putting green but not in a hazard and such an obstruction, in or within two club-lengths of the putting green and within two club-lengths of the ball, intervenes on the line of play between the ball and the hole, the player **MAY** take relief as follows: The ball shall be lifted and dropped at the nearest point to where the ball lay which a) is not nearer the hole, b) avoids such intervention and c) is not in a hazard or on a putting green. The ball **MAY** be cleaned when so lifted.

#### 6. FREE DROPS

- A ball coming to rest on any of the following **MUST** be dropped within one club-length of and not nearer the hole than the nearest point of relief: greens other than the one being played, temporary greens, manhole covers and distance markers. (Discs on fairways).
- A ball coming to rest on tarmac/gravel roads and paths, under seats, beside ball washers, fountains and bell posts, **MAY** be dropped within one club-length of and not nearer the hole than the nearest point of relief.

7. **STONES IN BUNKERS** are deemed movable obstructions. (Rule 24-1 applies).

#### 8. PENALTY FOR BREACH OF LOCAL RULE:

Match Play – Loss of Hole;  
Stroke Play – Two Strokes.

#### 9. INTEGRAL PARTS OF COURSE

Walls defining Out of Bounds. Stone bridges near 5th and 15th holes. Tee boxes. Fence in hazard near 6th hole.

10. For additional Local Rules of the day, please read notices on Notice Board at back entrance to Locker Room or in Starter's Office.

11. Practice pitching in surrounds to Clubhouse and Practice Putting Green is not permitted.

Enjoy your round.

Defibrillator - Contact No. 2826055



## Golf Academy

Old Conna Golf Club has a practice academy with two driving bays and a 40 x 50 yard grass teeing area to USGA specification and 7 target greens at various yardages. The practice academy is open to members and visitors who have paid a green fee. We also have a practice chipping area with green and bunkering and also a practice putting green. Practice nets are located opposite the putting green at the first tee. Range balls can be rented from the Professional Shop for use in the practice range.





*Practice Ground Rules (Range):*

1. Practice area is to be used by members and guests only.
2. Range balls may be purchased from the Pro Shop.
3. Collection of range balls is strictly prohibited.
4. Practice must be conducted from inside the roped area at all times.
5. Players on 16th hole have right of way at all times.
6. Practice area is for full shots only. Pitching and chipping to be conducted in short game area.
7. Professional's area is for his use only and should not be used at any time.
8. Divot mix to be used after completion of practice.
9. Please be aware of other users and staff at all times.
10. The practice area is not a driving range. The use of drivers is strictly prohibited, except under the strict supervision of the club professional.
11. Use of the practice area is at your own risk.  
Management accept no responsibility for injury or accidents while using the area.
12. Removal of practice balls: Range balls are the property of the Club Professional and may not be removed from the practice area under any circumstances.
13. Users not complying with these rules may be asked to leave the practice facility and may be subject to further disciplinary action.

## How to help somebody find Old Conna

**Address**                      Old Conna Golf Club, Ferndale Road, Bray, Co. Wicklow

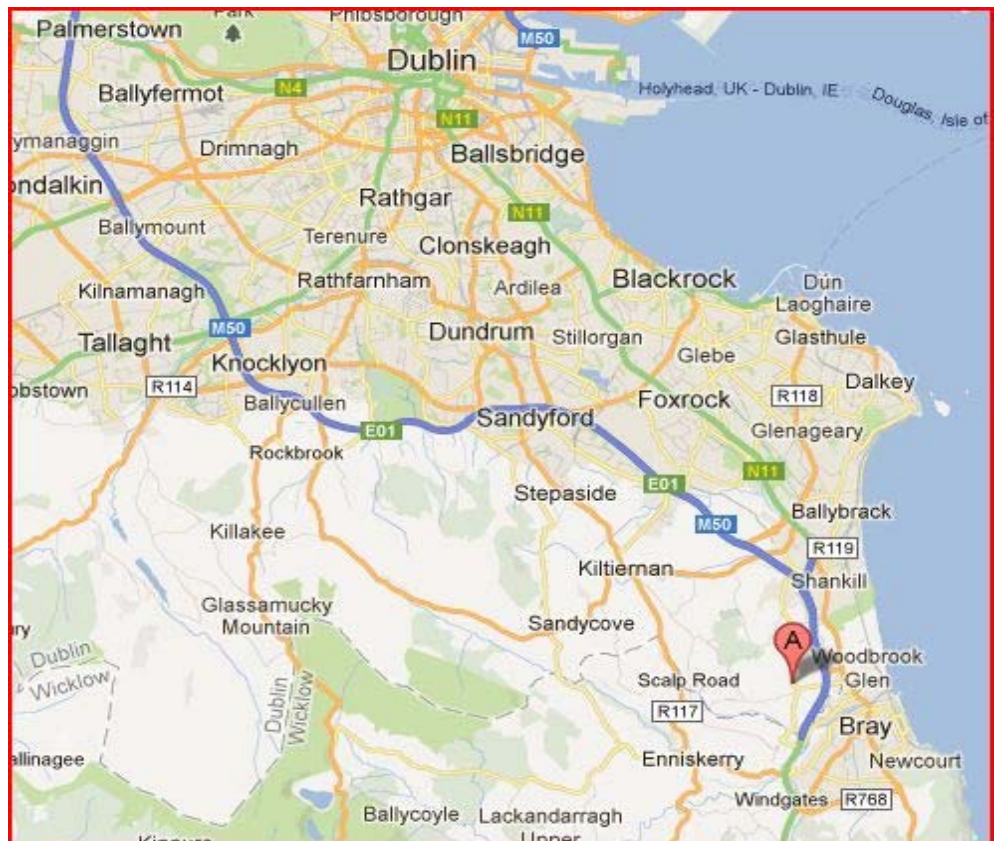
### **Directions**

#### From M50 heading South

At Junction 5, take the R761 exit to Bray North, at the roundabout take the 2nd exit onto the Dublin Road, R761 towards Bray, after 400m turn right onto Old Connaught avenue, continue for 2Km onto Ferndale Road, Old Conna Golf Club will be 300m on the left.

#### From N11 heading North

At junction 5, exit toward Bray (North). Turn left onto Old Connaught avenue; continue for 500m onto Ferndale Road, Old Conna Golf Club will be 300m on the left.



## **General**

Staff must behave in a manner that is appropriate while at the club. This includes the shop, practice area, golf course and clubhouse. Staff may not drink alcohol on the premises apart from at official functions. Staff members will try to ensure that daily duties are completed each day.

## **Important phone numbers**

Club house: +353 1 282 6055

First Tee: +353 1 282 6055

### **First Tee employees**

Dave Layrie: +353 (87) 619 4063

Ross Steward: +353 (86) 661 3076

Pro Shop: +353 1 272 0022

### **Pro Shop Staff**

Donal Gleeson: +353 (86) 172 8813

Neil O'Braian: +353 (87) 681 5401

Emma Gilmore: +353 (85) 847 7779

Isaac Agnew: +353 (87) 766 2494

### Account numbers

COMPANY	CONTACT PERSON	OFFICE NUMBER	MOBILE	AC NUMBER
Acushnet			1 800 812 964	584675
Cleveland	Fade Agencies	01-214 9630		
Club 4	Mark Wyse		866 004 020	
Cobra		441 372 364 933		P84675
Cobra/Puma	George Niche		872 108 029	
DF Sports	Dave Fahey		862 527 401	
Galvin Green		0044 28 9751 9192		154791
Glenmuir	Tony	0044 15 5566 2244		
Glider		01-298 1992		
Golf 2 Golf		441 442 219 700		GLEO4E
Kartel	Gerry		862 523 304	
	Barry Nestor		862 549 621	
Mc Guirks		01-28989 55 22		
Par 12 embroidery	Liam			
P.G.B			021-421 1160	000MIC
Ping		01-634 0857		S164
Titleist	Adrien		872 536 894	

## Declaration

I ..... declare that I have read through the pages of this document and agree with the terms by which I am to be employed. This document shall be my initial contract which shall be a temporary contract of 6 months in duration. During this time I understand that my contract can be terminated at any time with immediate notice. During this time I may also terminate my contract with one weeks notice.

My starting salary will be ..... euros per week. I will also be paid a percentage of any tuition while employed here. I understand that I am employed by Donal Gleeson and in no way employed by Old Conna Golf Club.

I will be employed to work any 5 of 7 days per week. I also understand that hours will fluctuate on a seasonal basis.

While employed here I will represent Old Conna Golf Club in all Professional events.

Signed.....  
Employee.

Signed.....  
Donal Gleeson, PGA Professional.